

# Job Development and Placement Services Assessment Instrument

The purpose of this instrument is to provide a structure for H-1B training initiatives to assess job development and placement practices and develop a plan for improving placement and retention outcomes. While not all items may be applicable to your organization, look for trends within each category. If you're checking off more "no's" than "yes's" in a particular category, this may be an indication of the need to improve your services in that area and, perhaps, the need to request related technical assistance

Please note that we have used the term "job developer" as the organizational title for the person who has primary responsibility for identifying job opportunities and matching the appropriate participant to the opportunities that are available. While it is a commonly used title, please do not infer that it is the best term to use for this position. Account services manager or business services representative are two frequently used titles for this position and may be more useful when approaching business owners. It should also be noted that job placement assistance by staff does not preclude the need to provide participants with the competencies needed to secure work on their own. The best results are achieved when staff and participants combine their efforts.

While employer engagement and job placement services go hand-in-hand, this instrument does not address all that needs to be done to develop long-lasting and productive relationships with employers. Employer engagement involves the use of a variety of outreach strategies, a comprehensive effort to assess employer needs, and building partnerships through advisory committees and other measures. A complete review of what needs to be done to fully engage employers in your efforts can be found in the Employer Engagement Assessment Instrument (<https://etagrantees.workforce3one.org/view/2001325267914298063>), which is posted on the H-1B Community of Practice (CoP). We strongly recommend that you review that instrument as well to maximize placement outcomes.

## A. Understanding Program Employment Goals and Tracking Performance

*It has often been said that what gets measured gets done. To ensure accountability and achievement of placement goals, outcomes need to be tracked and reported to all project staff on an ongoing basis. This will provide project staff with feedback on their efforts and allow for the early identification of any factors that may be adversely affecting program performance.*

*Contact with employers also needs to be tracked and documented. This helps to ensure that employer outreach generates a sufficient number of job orders needed to make placement goals.*

	Yes	No	N/A
1. Does your program use a participant tracking system or case management/database tracking system to record each participant's training, employment and retention outcomes after program completion?			
2. Do supervisors and all grant-funded staff understand and track employment outcomes achieved against placement and retention goals?			
a. Are summary reports on job placements and job retention provided to staff on a weekly basis?			
3. Are the following items documented by grant program staff and/or job developers?			
a. Number of persons who have completed training?			
b. Number of job orders developed from new and repeat employers?			
c. Number of job seekers interviewed?			
d. Number of job seekers placed?			
e. Number of job seekers who entered employment in the first quarter and have achieved retention milestones two and three quarters after program completion?			
f. Number of persons who did not retain employment.			
g. Number of employers contacted for the first time?			
h. Number or repeat employers contacted?			
i. Number of current job seekers?			
j. Number of follow-ups with current job holders?			
4. Are performance review meetings scheduled on a regular basis and at appropriate intervals?			

**Assessing Your Responses:** If you have checked any "No" boxes in this section, you may want to consider changing or enhancing the way your project tracks performance and shares this data with staff. This may include reviewing your current information management system and making necessary adjustments, developing summary reports for distribution to staff, and scheduling performance review sessions at appropriate intervals.

## B. Job Seeker Preparation

*No matter how many employment opportunities are identified by project staff, your efforts at job placement will not be successful unless participants can demonstrate the competencies needed to secure work.*

	Yes	No	N/A
1. Are participants provided with job seeker preparation services?			
2. Do grant staff/job developers ensure job seekers are fully aware of the job placement and retention services available and provided by the project?			
3. Do these services begin with assessment upon intake to determine specific job placement needs and ramp up as a participant nears completion of training?			
4. If yes, does it include:			
a. Effective job search strategies?			
b. Use of the Internet for job search?			
c. Use social media for job search and professional networking?			
d. Resume preparation and review?			
e. Tips for completing a written job application?			
f. Tips for completing an online or kiosk job application?			
g. Interviewing skills, including the videotaping of simulated job interviews, mock interviews?			
h. Tips for thank-you letters?			
5. Is attendance and successful completion of job seeker preparation services properly documented in each participant file?			
6. Are there written policies and procedures that govern job preparation services?			
7. Are participants prepared to respond appropriately to questions regarding their absence from the workforce?			
8. Are long-term unemployed participants coached to fill in resume voids with volunteer work, internships, or training engagement (if applicable)?			
9. Are long-term unemployed participants provided with supportive services needed to overcome any attitudinal barriers that have been identified (if applicable)?			

**Assessing Your Responses:** If you have checked any “No” boxes in this section, you may want to consider improving the way your project prepares participants for employment. This may include reviewing and updating pre-employment instructional curricula, updating policies and procedures, developing mechanisms for measuring and documenting pre-employment competencies, and enhancing support services.

## C. Contact with Employers

*Job developers only have one chance to make a good first impression with employers and this requires thorough preparation in advance of any telephone call or site visit. Any information gathered needs to be documented, preferably in a database that can be used to match the right participant with the right employer. Job orders should have sufficient information to ensure the best match is made. If you do not have a job developer on staff and have out-sourced this position to a partnering organization, you should share this section with that organization.*

	Yes	No	N/A
1. Do job developers have a script for reaching out to new employers?			
2. If a script is not available, can the job developer demonstrate a pitch to a new employer that:			
a. Determines that they are speaking to the person who makes the hiring decisions.			
b. Introduces themselves and the organization.			
c. Explains the purpose of the call and an understanding of the employers business and his or her needs.			
d. Encourages the employer to discuss his or her needs.			
e. Provides a description of the benefits to an employer offered by the agency.			
f. Describes the value of OJT, if provided.			
g. Provides an opportunity for an immediate referral or a follow-up at a specified time and place.			
3. Does the job developer have the skills to respond to the following objections provided by the employer?			
a. Your applicants are overqualified or underqualified.			
b. There's too much red tape to deal with.			
c. Your applicants need for special attention.			
d. I prefer applicants who are currently employed.			
e. I prefer applicants with a steady work history (i.e., no or short-term gaps in employment).			
f. Let me think about it.			
4. Do job developers gather and document the needs of each employer?			
5. Is client contact software used to track engagement with employers?			
6. Is information about employers entered into a database that allows participants to be matched to employers?			
7. If client contact software is used, is it mobile friendly and accessible in the field?			
8. Do job developers conduct site visits with employers?			
9. If yes, are the following documented?			
a. Availability of public transportation?			

b. Location description?			
c. Working conditions?			
d. Work culture?			
e. Job requirements?			
10. When job orders are taken, is a job order information sheet completed?			
11. If yes, does it contain:			
a. Company contact information?			
b. Job title and job duties?			
c. If a security clearance, criminal background check, credit check and/or drug test is required?			
d. Job requirements (Education, training, skills, licenses, certifications)?			
e. Compensation and benefits?			
f. Work schedule?			
g. Description of work setting and culture?			
h. Accessibility to public transportation?			
i. Special job requirements (laptop, mobile Internet access, uniforms, tools, etc.)?			
j. Projected start date?			
k. Referred candidates and date and time of interview appointment?			
12. Does the agency offer other assistance to employers such as the use of their office space for job interviews, assessment of employee training needs, etc.?			
13. Does the project leverage resources such as the local American Job Center?			
<p><b><u>Assessing Your Responses:</u></b> If you have checked any “No” boxes in this section, you may want to consider reviewing and enhancing your project’s employer outreach strategies. This may include assessing job developer competencies and providing in-service training as needed, reviewing mechanisms for tracking employer engagement and making any necessary modifications, and exploring ways to add value to the services provided to employers.</p>			

## D. Managing the Job Application and Interview Process

*A participant's visit with a job developer should be viewed as an opportunity to prepare him or her for a job interview and to assess their readiness for job placement. Appointments should be scheduled and punctuality should be noted along with other factors that reflect on the participant's readiness to enter employment.*

	Yes	No	N/A
1. Does job developers/grant staff schedule appointments with participants in a manner that emulates appointments for job interviews?			
2. Does the job developer/grant staff document that the candidate is prepared for a job interview according to the following standards?			
a. Arrived punctually for all appointments			
b. Has an error-free resume appropriate for targeted occupation			
c. Able to receive critical feedback			
d. Has access to reliable transportation			
e. Has access to reliable childcare and backup, if applicable			
f. Has a positive attitude and engagement in the job search process			
g. Has access to appropriate clothing for the job interview			
h. Has adequate documents required by employers when applying for employment such as: birth certificates, social security cards, current driver's licenses, etc.			
3. Are job developers given recognition for meeting job placement and job retention goals?			

**Assessing Your Responses:** If you have checked any "No" boxes in this section, you may want to consider changing or enhancing the way your program manages the job application and interview process. This may include changing the way your program schedules job interviews, developing mechanisms for assessing and certifying job readiness, and seeking opportunities for staff recognition.

## E. Follow-up

*In the sales profession, it's often said that "the fortune is in the follow-up." This section assesses your follow-up efforts and provides strategies for improving them. Never underestimate the importance of follow-up! It benefits the training participant and the employer and contributes greatly to meeting both placement and retention goals.*

	Yes	No	N/A
1. Does the job developer/grant staff make and document a follow-up call (or other means of contact) to the employer following the interview?			
2. Does the job developer/grant staff follow-up and document contact with the program participant following the job interview?			
3. Does the job developer/grant staff contact the employer following placement? If yes, is follow-up conducted via:			
a. Telephone call?			
b. E-mail?			
c. Mail?			
d. Social media?			
4. Are the following documented?			
a. Performance of employee?			
b. Punctuality?			
c. Attitude?			
d. Adequacy of skills for the job?			
e. Ability to learn new tasks and follow instructions?			
f. Ability to meet job standards?			
g. Ability to receive criticism?			
5. Does the job developer/grant staff contact the participant following placement? If yes, are the following documented:			
a. Satisfaction with job?			
b. Any challenges that might affect job performance?			
c. Need for additional training?			
6. Do you have an assistance plan for participants who are not retained by the employer?			
7. Are there written policies and procedures that govern follow-up services?			
8. Is performance data on placement and retention used to inform organizational strategies and continuous quality improvement?			
<b><u>Assessing Your Responses:</u></b> If you have checked any "No" boxes in this section, you may want to consider reviewing and enhancing your project's follow-up practices. This may include developing follow-up policies and procedures and using performance data to inform organizational strategies.			